Executive Summary

Introduction

The Commonwealth of Virginia stands out among the states for its long tradition of excellence and innovation in the delivery of service to its citizens. Building on this heritage, Virginia has achieved recognition as the best-managed state in the nation, according to the Government Performance Project. The findings from the Commonwealth-led due diligence process for the Enterprise Applications PPEA confirmed that modernizing the Commonwealth's business processes and supporting technologies with an enterprise perspective is essential to maintaining Virginia's competitive edge. Even a conservative projection of potential benefits and costs suggests a strong business case for this initiative.

Making the Vision Real. In support of the Commonwealth's mission to serve its citizens, the Commonwealth Partners made up of IBM and BearingPoint, have formed a team to pool our capabilities and resources on Virginia's behalf.

The challenge is straightforward: to integrate the Commonwealth's business processes to provide enhanced services to the Commonwealth and its constituents. The overriding theme of our due diligence findings is the critical need for business process integration to preserve the Commonwealth's leadership position. Disconnected business processes, redundant and incompatible systems, wasted work effort, too much data and too little information for decision makers – this is the state of affairs in the As-Is environment that distracts the agencies from concentrating on their core mission of service delivery.

> *Making fundamental and sustainable changes in the Commonwealth's business processes is a formidable challenge – one that requires partners with deep knowledge of state government, broad expertise in enterprise applications, and the range of tools, techniques, and resources to help the Commonwealth develop and realize its end state vision.*

The solution, which has been successfully adopted by other states facing similar challenges, is to re-engineer and re-solution - to transform the business processes with an enterprise view and modernize the technology infrastructure that supports them, setting in place a mechanism for continuous improvement.

The Commonwealth Partners can assist by bringing innovative approaches to the selection, implementation, management, and maintenance of enterprise applications in the Commonwealth. Our goals are mutual: an efficient approach to achieving enterprise-wide integration and automation of business processes, enhanced information to support decision-making, and improved communication. Our end state vision for the Commonwealth consists of two components, the Enterprise Business Process Framework and the Enterprise Applications Managed Solutions Portfolio.

The Enterprise Business Process Framework will be the end product of business process re-engineering. It will standardize the definition of business processes, incorporating best business

practices, across the enterprise. It will include enterprise data standards and key performance indicators for management reporting. The Business Process Framework will be built on the foundation of the Commonwealth's Enterprise Business Architecture (EBA) for the four functional areas of Administrative Management, Financial Management, Human Resources Management, and Supply Chain Management.

The Enterprise Applications Managed Solutions Portfolio will be the end product of business process re-solutioning. The Managed Solutions Portfolio is the selection of state-of-the-art technology solutions that support the re-engineered business processes. Based on the requirements of the business processes for functionality and performance, the Managed Portfolio can include best-of-breed point solutions as well as a large-scale ERP package applications.

The Managed Solutions Portfolio will replace the and largely unmeasured redundancy of today's environment, where agencies have independently implemented solutions – many of them large, complex, and expensive – without any need to take an enterprise perspective on standards, efficiencies, and economies of scale across the Commonwealth.

> *Our proposal demonstrates that our team – the Commonwealth Partners - can deliver on the Commonwealth's objectives through our superior qualifications.*

The managed portfolio will offer a "buffet" of applications from which agencies can choose to support their business processes, according to their programs and mission, balancing the diverse needs of agencies with the overall Commonwealth mission to deliver quality services at the lowest possible cost.

Ability to Execute. Our proposal demonstrates that our team – the Commonwealth Partners - can deliver on the Commonwealth's objectives through our superior qualifications. With many examples where we have delivered similar services to other State Government jurisdictions. Our team provides the Commonwealth of Virginia with:

- Focused approach and proven methodologies - more than 13,500 successful ERP implementations
- Seasoned professionals with relevant experience – over 25,000 experienced enterprise financial professionals
- Deep understanding of transformation in government that can result in significant ROI
- Experience implementing and integrating large enterprise application with over 1500 projects in government – including PA, SC, NY, AZ, FL, MI, DE
- Strong knowledge of Commonwealth systems and processes – over 40 years experience with the Commonwealth with projects in VDOT, DSS, UVA, VITA, and the Courts
- A history of success with the Commonwealth – including the original, very successful implementation of CARS

The Commonwealth faces many challenges and possible barriers to realize its vision to manage resources more efficiently, and to raise the confidence and accountability among all constituencies. In addition to the technical and business challenges inherent in a project of this

nature, four common challenges to transformations of this complexity that we have observed include:

- **Cultural Resistance** – The lack of readiness to accept new methods over established practice

- **Resource Constraints** – The shortage of knowledgeable, skilled resources available to participate in and meaningfully contribute to critical project activities and decisions

- **Knowledge Transfer** – insufficient training and adoption of new system capability within the organization

- **Organizational Knowledge** – Insufficient understanding of the current business practice

Our in-depth experience implementing enterprise applications, coupled with a thorough understanding of the Commonwealth will help us overcome these challenges more efficiently and with less disruption.

No other team can match the strengths the Commonwealth Partners offers the Commonwealth in terms of completeness of vision and ability to execute. IBM and BearingPoint have a history of commitment to Virginia, and welcome the opportunity to be a part of the Commonwealth's next great success.

Our Understanding

Virginia's agencies use over 250 different applications to manage their finances, equipment and facilities, procure goods and services, manage human resources and hire employees. While there are some Commonwealth-wide applications for Human Resources and Finance, they are supplemented by a wide variety of systems to support the full range of business process, exponentially increasing the effort and costs required to maintain them. This is a costly and inefficient business infrastructure – one that the Commonwealth envisions replacing with a portfolio of integrated enterprise-wide information systems.

Our conservative approach yields over $300 million in savings over 7 years from re-engineering and re-solutioning a discrete subset of enterprise application areas, which more than covers the cost of the new enterprise applications we propose to implement.

The Commonwealth's information systems, some of which date back nearly 20 years, have limited capability to organize data into useful information. Many agencies have acquired or developed their own often duplicative systems to manage administrative information and processes—and others are preparing to do so. A 2001 Auditor of Public Accounts study estimated that the executive branch agencies spent $556M in the five year period preceding the report, replacing or implementing financial systems. Governor Warner's Commission on Efficiency and Effectiveness led by former Governor Wilder reported that the Commonwealth of Virginia has continuously reported the need for enterprise applications.

Although $630.9 million in costs to support the administrative process of the Commonwealth pales in comparison to the billions of dollars in program costs for VDOT, DHS, DOC and DSS, they are nonetheless a fertile field for real cost savings. The Wilder Commission identified more

than $160 million in potential annual savings in Real Estate Operations, Inventory Management, Receivables and Human Resources, the areas that are the subject of our proposal. Our conservative approach yields over $300 million in savings over 7 years and more than covers the cost of the new enterprise applications we propose to implement. These savings represent a narrow approach, including only concrete, quantifiable savings. We anticipate that additional savings are available from the implementation of a consolidated financial management system, which has not been quantified in the business case. The experiences of the Commonwealth Partners in the implementation of enterprise application systems and process re-engineering in states such as South Carolina, Michigan, Pennsylvania, and Arizona have resulted in similar savings.

The cost of procuring software licenses, maintaining and supporting the myriad of systems increases each year. The impact to the Commonwealth in terms of redundant effort, inconsistent processes, and the dearth of information needed to support effective decision-making is even more costly. Consider the following:

Business Processes Are Time-Consuming, Resource-Intensive and Costly. As an example, we found that the Commonwealth spends over $13 in direct labor costs to process a vendor invoice for payment today. Research suggests that the typical large enterprise spends less than half that. If the Commonwealth could reduce the time it now spends manually entering and reentering vendor invoice data, performing redundant audits and checks and collecting multiple approvals to authorize payment, the opportunity to slash its invoice processing costs could approach $7 million a year.

Physical Resources Are Underutilized and Inefficient. The current decentralized management of equipment and property results in excess capacity across the Commonwealth. Improved asset utilization through centralized management and control could save the Commonwealth $8 million. The consolidation of warehouse space and inventories would improve floor space use and could save the Commonwealth an additional $20 million.

Workflow Is Dependent on Paper-Laden Processes. Manual routing and approval of paper documents continues to be the standard means of processing many of the Commonwealth's transactions. High-volume documents like disbursement vouchers, time sheets and leave requests are still prepared, reviewed, and filed manually in most agencies. The volume and cost of this paper flow is enormous—for a single business recruiting process, our analysis shows that the cost of conducting initial candidate screening and copying job applications costs the Commonwealth nearly $1 million annually. Multiply this savings by the many enterprise-wide business processes and the savings grow to tens of millions of dollars a year.

Current Processes Entail a Tremendous Amount of Duplication of Effort. The Commonwealth spends a great amount of time entering the same data multiple times into various stand-alone agency-specific systems. For example, eVA is an excellent first step to accomplish the goals of enterprise-wide applications. To further this momentum and realize additional benefits, the Commonwealth now needs to take steps to sunset the proliferation of duplicative agency systems. For example, eVA maintains a set of vendor master files to manage

commonwealth-wide contracts, while the agencies throughout the Commonwealth maintain their own respective vendor master files—which duplicate records maintained by eVA and creates inconsistent and disjointed vendor files that need to be reconciled across the Commonwealth.

The Commonwealth's Leaders Do Not Have Information to Holistically Manage the Enterprise. While each government agency has a unique mission and requirements, all must fulfill basic business functions such as managing the budget, paying vendors, preparing payroll, providing employee benefits, and other related activities. Today, most of the large agencies perform these functions independently, using their own systems for managing similar processes. Since many of these systems operate on different platforms—and there are no standards for data formats—decision-makers cannot get current, consistent and timely information to run the Commonwealth. For example, there is no minimum standard for performing inventory management. We found intermingling of inventory, equipment and custodianship management processes to be prevalent, including some instances where agencies use the same inventory management processes to control materials, equipment, fixed assets, and personal-assigned equipment. This signifies a disconnect between business processes and supporting technologies, and provides an opportunity to establish an enterprise-wide process for inventory management that will enable a consistent reporting capability to provide meaningful information to facilitate informed decision making.

Results That Matter. To turn this story around, the Commonwealth's goal is to **measurably transform** the business of government by applying technology to minimize administrative burden, increase decision-making ability and yield quantifiable return on investment.

Our Approach

Keep It Simple. We offer a seven-year vision of an enterprise that provides for consolidated financial, human resources, supply chain, administrative management, and application maintenance of both legacy and future applications. To realize the vision, the Commonwealth Partners will:

- Leverage existing Commonwealth agency investment in enterprise solutions
- Embrace, consolidate and accelerate the short-term enterprise initiatives that a subset of agencies are requesting
- Utilize the assumed funding vehicles that are in place to fulfill agency specific projects
- Expand the business requirements of these initiatives to include an enterprise view so that the same applications can be used by other agencies in future projects
- Invest our own resources to expand the business requirements and resulting solutions without seeking any additional funding mechanisms from the Commonwealth.

Leverage

Virginia has a successful history implementing enterprise solutions across Executive Branch agencies. The problem is not the applications; rather it is that the applications were implemented with the intent of meeting the requirements of one agency as opposed to fulfilling the needs of the enterprise. There are numerous examples of successful financial and human resource

management implementations in Oracle and PeopleSoft across the Commonwealth. Our approach is to leverage these investments, and as a result the Commonwealth Partners has chosen to partner with Oracle Corporation: a worldwide leader of providing public sector enterprise application software.

Do No Harm. With this partnership, our approach mitigates disruption for agencies invested in Oracle or PeopleSoft solutions that currently meet their financial and human resource needs. These agencies include Virginia Department of Transportation (VDOT), Department of Motor Vehicles (DMV), Department of Social Services (DSS), State Corporation Commission (SCC), Virginia Information Technologies Agency (VITA), Department of General Services (DGS), Department of Medical Assistance Services (DMAS), Department of Environmental Quality (DEQ), and the Department of Education. Any other approach would cause considerable investment waste in existing software licenses. But by embracing these investments, the Commonwealth can move forward to the overall seven-year enterprise vision without "re-spending" on new software licensing.

Embrace

VDOT currently has a financial system upgrade project in progress. This project will bring VDOT's FMS II system to a version that is currently supported by Oracle. It is our understanding that VDOT is identifying functionality gaps that exist between VDOT's requirements and what PeopleSoft (owned by Oracle) provides. The Commonwealth Partners propose to embrace this project to be part of the overall enterprise vision of the PPEA. VDOT will still maintain oversight of the project being supported by the Commonwealth Partners so that it can make sure that the goals of the agency are met; however, once complete, the solution will not only address the needs of VDOT, but also will provide other agencies with a solution to help manage their financial requirements.

Utilize

It is our understanding that both the HR Recruitment project, as well as VDOT's financial systems upgrade, are projects that are currently funded or that there is an expectation that funding can be provided. The Commonwealth Partners propose to utilize this existing funding for the intended purpose of providing solutions to the requirements as they exist today.

Expand

Our approach is to leverage the projects that are approved today as agency specific solutions. What is new to these projects is the requirement to expand the business requirements to include other agency requirements for these solutions to be used in an enterprise manner. The benefits will include the ability to report on the Commonwealth in the aggregate, rather than from individual agency perspectives that require manipulation and manual intervention to provide enterprise-wide reports.

We will also leverage the concept of the service bureau that has been previously introduced at the Commonwealth. We believe that service bureaus are an effective mechanism for achieving efficiencies across the organization. Service bureaus strike a balance between the extremes of

centralizations and decentralization in the execution and management of business processes. Service bureaus offer the economies of scale of centralization, while retaining the flexibility and responsiveness of decentralization.

In order to coordinate, integrate, and sustain all the initiatives and outcomes of re-engineering and re-solutioning, we envision a Commonwealth Center of Excellence (COE) to be established as part of the Commonwealth's enterprise application governance model. The COE will be the ultimate owner of the Enterprise Business Process Framework and the Enterprise Applications Managed Solution Portfolio and will manage their evolution as the business changes and the supporting technologies change over time. The COE will represent the key business process owners in Administrative Management, Financial Management, Human Resources Management, and Supply Chain Management and will draw on subject matter experts from across the executive branch agencies. Beyond the COE's role in program governance and execution, it provides the foundation for the "steady state" after the initial implementations are completed and stabilized. The COE will be the mechanism for preserving and growing the Commonwealth's return on investment in enterprise applications.

Invest

The Commonwealth Partners stand ready to build upon our initial investment of over $1 million in the enterprise application PPEA program. The gathering and analysis of information during the 8-week due diligence period, the compilation in *Section 2 - COVA Process Environment/ Architecture* of this document, and the recommendations that we provide in *Section 3 - COVA Opportunities for Re-engineering and Re-solutioning* are valuable artifacts and demonstrations of our commitment to the Commonwealth.

To further demonstrate our commitment to the value creation for the Commonwealth, Commonwealth Partners is willing to participate in discussions with the Commonwealth on alternate pricing strategies. IBM will consider tying the Commonwealth's payments and the timing of those payments to the identified savings achieved. Therefore, Commonwealth Partners risk/reward approach is based upon the achievement of results to the Commonwealth. Commonwealth Partners would also consider discussions relating to guaranteeing an ROI to the Commonwealth that will be in the range of 9 to 12 times the savings to the Commonwealth vs. the services fees we propose.

> *IBM's Public Sector mission statement – "To make a difference in people's lives by delivering innovative solutions to the world's greatest challenges"*

IBM's Public Sector mission statement – "To make a difference in people's lives by delivering innovative solutions to the world's greatest challenges" - is the cornerstone of our public sector strategy. In particular for the Commonwealth of Virginia, we believe there is a natural synergy between our mission and the Governor's Virginia Works Initiative. This synergy is represented in the following components of our proposal:

- Developing an IBM Delivery Center in Virginia – IBM is in the process of developing a Delivery Center to service the Federal Government. If awarded this contract for the Commonwealth, we intend to build this capability in Virginia rather than the District of

Columbia or Maryland. The center will provide supplemental resources for the Commonwealth's program as well as create additional jobs for Virginians.

- Partnering with minority and/or women-owned businesses located in Virginia to deliver services for the program and to also mentor them from a business and professional point of view, to grow their presence and capabilities to serve the Commonwealth and surrounding areas.

Roadmap to the Future. Our approach includes a comprehensive 7-year program designed to re-engineer and re-solution the Commonwealth's enterprise-wide business processes and applications. Figure ES-1 graphically represents our proposed roadmap.

Figure ES-1: Proposed Solution Roadmap
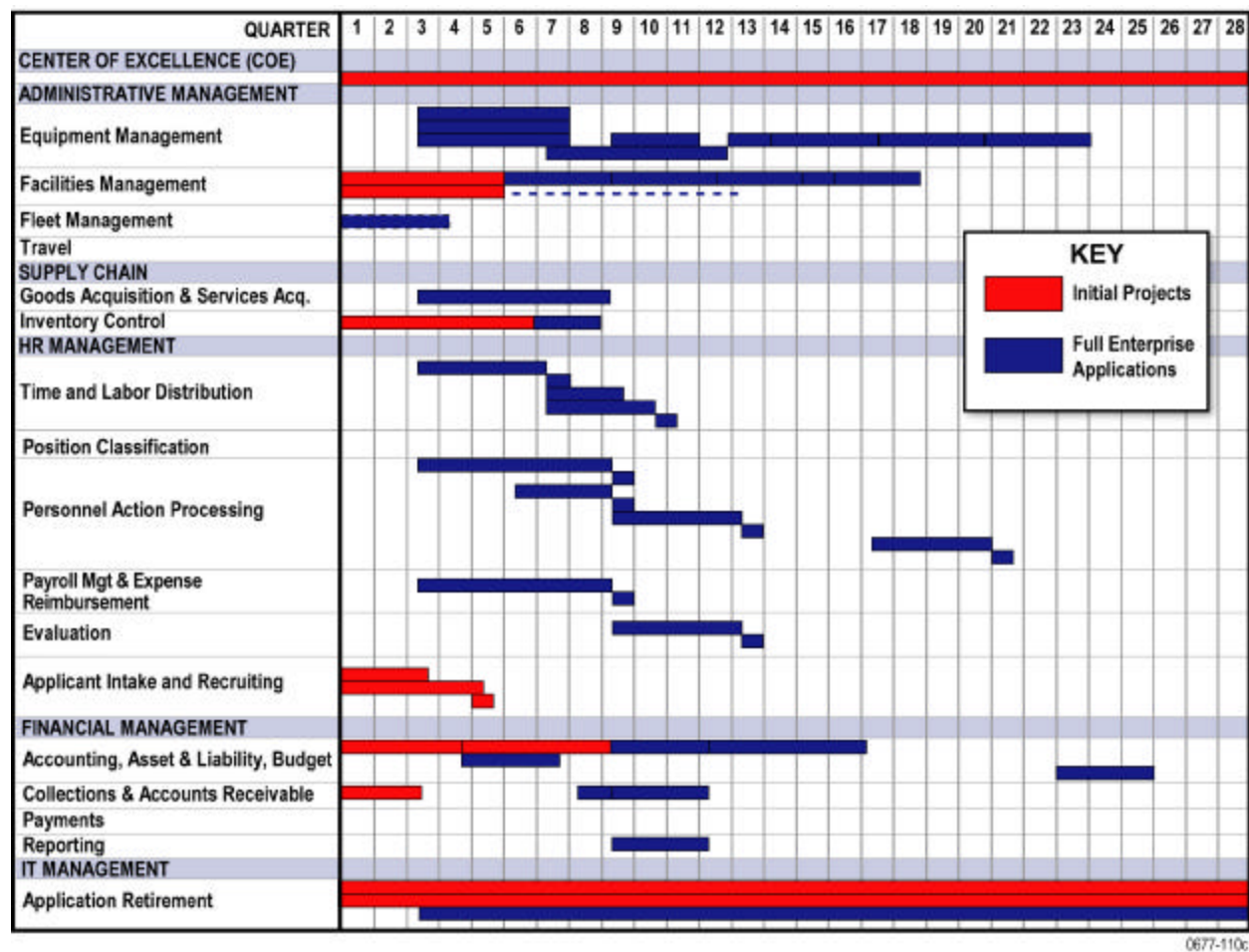
As Figure ES-1 above illustrates, the near-term initiatives we propose are fixed price projects focused on the following:

- Reimplementation of PeopleSoft Financials for the Virginia Department of Transportation (VDOT) and development of a Commonwealth-specific template for other agencies to leverage in future agency financial management implementations.

- Implementation of Inventory and Asset Management for the Department of General Services (DGS)

- Implementation of PeopleSoft's Candidate Gateway and Talent Acquisition Manager modules to provide web-based recruitment and applicant tracking functionality for the 92 agencies within the Executive Branch.

- Management and maintenance of enterprise applications – this initiative consists of three work streams:

  – Management and Maintenance of all existing legacy applications across the Commonwealth, including PeopleSoft and Oracle application upgrades and the migration to the Oracle Fusion product
  – Management and Maintenance of new applications as they are deployed
  – Development and Maintenance of the enterprise architecture to support the technical environment

This approach provides momentum in the early years of the program, resulting in measurable savings and results for the Commonwealth, while laying a solid foundation for implementing the remaining components of the long-term vision. Inclusion of the maintenance components provides the centralized structure that is necessary to maintain enterprise applications. It provides the ability to:

- Streamline the distribution of work across more resources

- Provide support technicians with training and exposure to new technology and applications being deployed

- Enhance the job opportunities available to current Commonwealth employees by integrating them into the IBM and BearingPoint organizations, making available to them a broad range of professional development opportunities

Our Team

The Right Partner. Not only do IBM and BearingPoint have significant experience in enterprise applications in government, but we have a history of working together successfully on large projects, such as PA, TX, and the U.S. Navy. Figure ES-2 provides the proposed Commonwealth Partners Organizational Chart that is comprised of the Commonwealth, IBM, BearingPoint, and Oracle team members.

Figure ES-2: Commonwealth Partners Organizational Chart
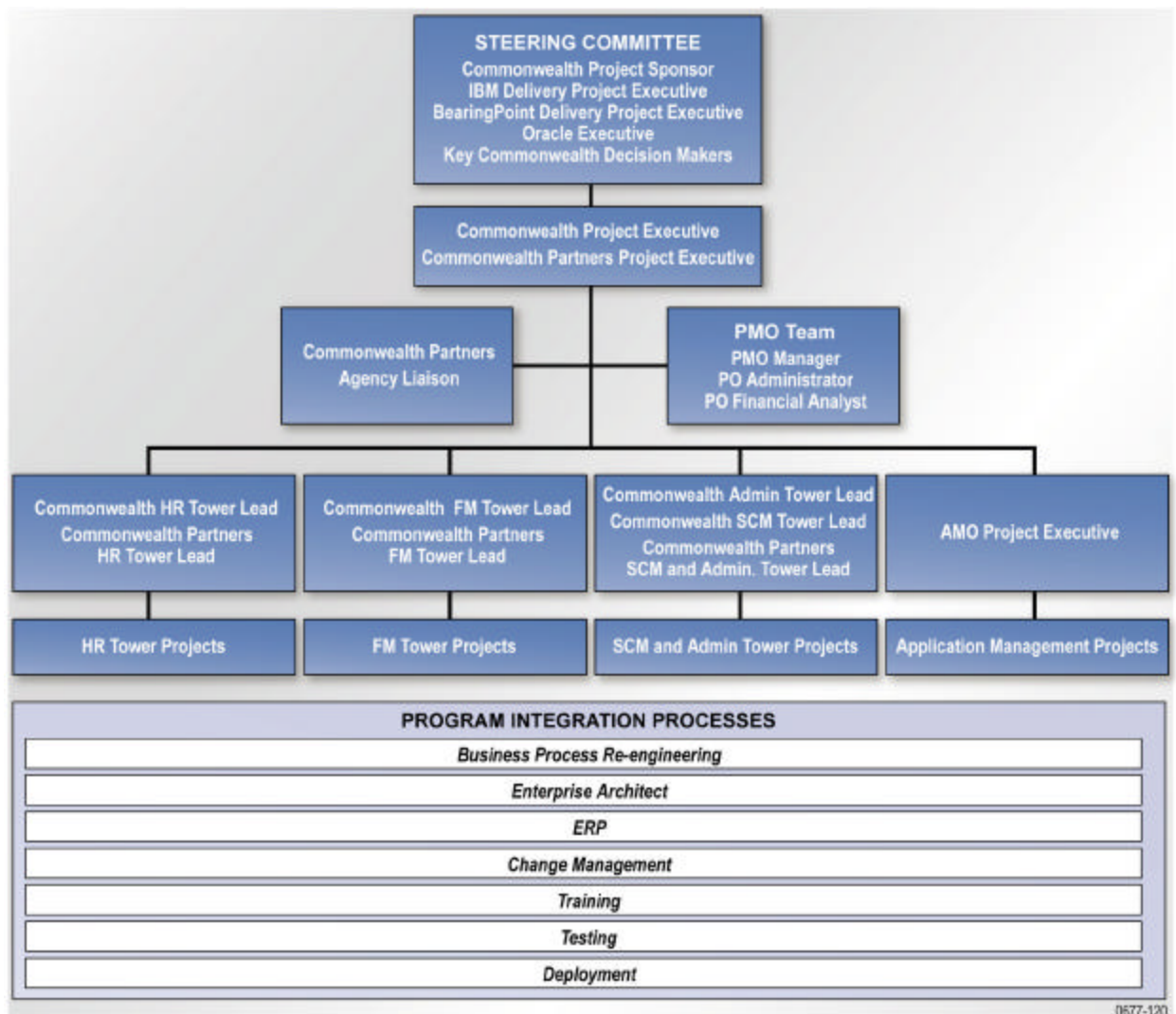
The Commonwealth desires to engage a service provider to deliver a broad range of IT and business process related services to investigate and analyze selected operations, develop detailed recommendations on which areas to re-engineer, and the manner in which such areas should be re-engineered and re-solutioned. The goal of measurable transformation is predicated on the systems integrator's ability to meet five critical success factors, as described in Table ES-1.

Table ES-1: Critical Success Factors

Critical Success Factor	What it Means for the Commonwealth	How Commonwealth Partners Delivers
Understanding the Commonwealth of Virginia	A systems integrator with in-depth knowledge of the Commonwealth – its people, processes and technology – limits the dependence on scarce Commonwealth Subject Matter Experts, and keeps the project on time, on scope and on budget.	Commonwealth Partners includes consultants who have first hand knowledge of the Commonwealth. Our proposed team members include those most significantly involved in the due diligence work that have gained considerable insight into the Commonwealth's current processes and systems, providing continuity of knowledge and resources.
Cultural Transformation	The Commonwealth can radically transform the way the organization carries out its day-to-day business and transition its staff to embrace and support change through training, participation in organization readiness and knowledge transfer.	We propose a "proof of concept" approach to create value in manageable blocks. Our project team will include accomplished organization readiness practitioners skilled in developing the communication vehicles to actively engage the user community and obtain their "buy-in" of the new way. In addition, Commonwealth Partners has experience with successful change management initiatives within the Commonwealth.
Timely Decision-Making and Acceptance	Stakeholders are committed and engaged, supporting top-down decision making, have the advice and counsel of experts in the industry, thus meeting the project schedule and budget by making informed decisions when they need to be made.	Our understanding of the Commonwealth will help us help the Commonwealth identify the key stakeholder and champions at the outset of the project. We understand how to effectively orchestrate strategic decisions at the senior leadership levels. In addition, we have proposed an Executive Steering Committee that will provide the Commonwealth with access to industry leaders to provide insight for difficult decisions.
Ability to Execute	IBM – Oracle 2004 Partner of the Year BearingPoint – Oracle 2003 Partner of the Year IBM – PeopleSoft 2002 Select Partner Award	Commonwealth Partners consists of consultants who have direct knowledge of the PeopleSoft and Oracle applications within your environment.
Broad experience in government enterprise applications	In-depth experience in executing state-wide enterprise applications.	Our proposed project team members have deep experience implementing and maintaining state-wide enterprise application systems.
A Vision for the Future	Laser-like focus on results oriented decisions. Assessing the potential of each risk for impacts and mitigation. Focus on the desired outcomes positions the Commonwealth to continue maintaining achievement of its mission – "to be the best-managed state in the nation."	Commonwealth Partners brings the right resources with deep experience and proven methodologies for each aspect of the project. We will assist the Commonwealth in setting a foundation for the future and realize the vision. Our team's work experience transcends the theoretical with "real world" practical solutions to complex business problems.

IBM

Enterprise application implementations are complex projects requiring proven experience and expertise. As IBM has successfully performed a cadre of large transformation projects over the last 20 years, the Commonwealth will benefit from this experience and the lessons learned we bring from these engagements. IBM has extensive experience in the selection and implementation of administrative applications at state and local government organizations, with relevant engagements for governments across the country. For example, IBM is currently assisting the States of Delaware, Florida and Indiana with their enterprise application implementation programs.

IBM provides its clients with value added services that close the gap between what is needed by a public sector organization in support of administrative processes and requirements; and the features and functionality provided by commercially available administrative products.

Industry analysts, including Gartner Group, Meta Group and IDC, recognize IBM as one of the top enterprise application services consulting organizations in the world. We are proud to say that the marketplace shares in our enthusiasm for our capabilities, with recent analyst studies ranking IBM as the industry leader.

- Gartner rated ERP success rate for IBM at 90% versus the industry standard of 30%

- In February 2003 Gartner released "The State and Local E-Government Competitive Matrix" and for the third year in a row recognized IBM as the leading e-Government vendor

- Independently, Oracle/PeopleSoft, SAP, and Lawson recognize IBM among their leading partners

In addition, Figure ES-3 illustrates that Gartner has positioned IBM and BearingPoint as leaders in the ERP market, with IBM ranking the highest in Ability to Execute.

Figure ES-3: Gartner Magic Quadrant for ERP Service Providers

Magic Quadrant for North American ERP Service Providers, 2005

Source: Gartner Research (March 2005)
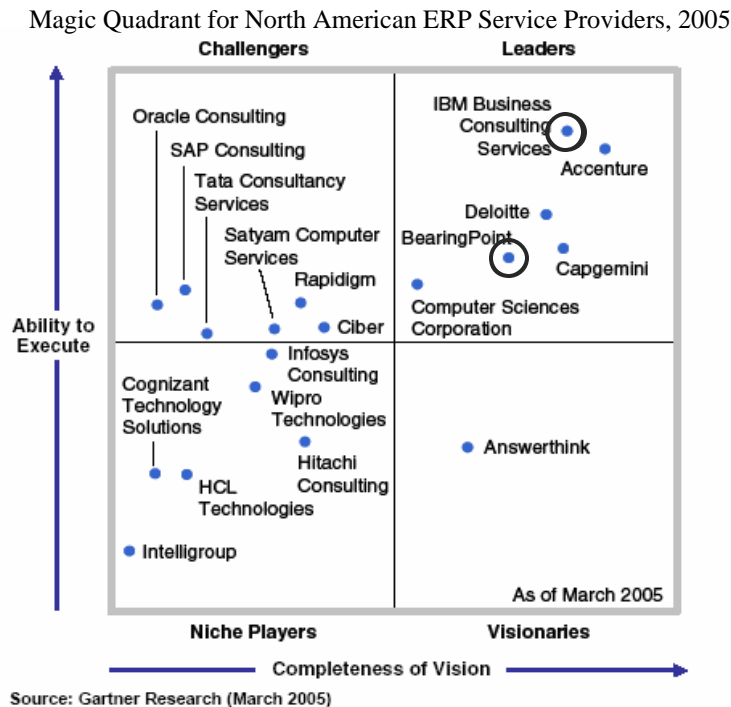
Source: Gartner Research Note: "*Magic Quadrant for North America ERP Service Providers, 2005*," A. Soejarto and F. Karamouzis April 2005

IBM is dedicated to providing high quality professional services to the Commonwealth and we are confident that our capabilities and experience can lead to a successful project. Having participated in numerous state-wide enterprise application engagements, we are able to bring our experience and expertise by leveraging our team's lessons learned through those previous engagements. Our team unites the best resources from IBM and industry partners. The Commonwealth Partners are recognized as committed to expanding its suppliers' access to new and strategic business opportunities. Recently, IBM has been recognized as one of the top ten companies for diversity by Online Trade Publication for Diversity and on DiversityInc.com's Top 10 supplier diversity list. IBM's goal is to build long-term relationships with its suppliers, not just manage a series of transactions. As prime on the Enterprise Applications Program, IBM will bring these practices to bear on this contract, committing that these opportunities are available to Virginia SWAMs.

BearingPoint has established a level in understanding the Commonwealth's needs surpassing all other consulting organizations. This level of understanding was attained through 50 years of experience with the Commonwealth, investment in relationships and understanding the role IT plays in raising the standard of living for Virginia's citizens.

BearingPoint has assisted the Commonwealth in key accomplishments throughout the genesis of VITA, including identifying the enterprise savings and service improvement opportunities envisioned by Governor Mark Warner; assisting with the transformation and birth of a new Commonwealth agency, and follow up assistance for continued cost take-out opportunities and further strategic collaboration.

BearingPoint's ability to advise and deliver strategic value for the Commonwealth is highly reinforced through practical and hands-on experience in delivering systems integration and consultation services to all major Commonwealth agencies, in addition to services for state judicial and higher educational institutions. BearingPoint's ability to execute delivery of major initiatives is highly regarded as evidenced through awards and recognition from Forrester, AMR, and IDC. BearingPoint, as an Oracle Alliance Partner, won their 2003 Partner of the Year Award. BearingPoint has more than 1,000 implementations and has amassed valuable content and invaluable lessons learned into a proprietary methodology that mitigates risk, reduces time, and promotes knowledge and focus on business benefits.

> *The Commonwealth of Virginia is on the road to enable the future. Commonwealth Partners applauds the Commonwealth for its vision to reshape its enterprise business systems, and we stand ready to team with Virginia in this transformation – a transformation which will surely become a model for other states to emulate.*

Summary

The Best Managed State. The primary challenge for Virginia in maintaining its leadership position, as confirmed during the due diligence, is to overcome the inertia of the As-Is environment to build integration of business processes, informed by best business practices, and enabled by state-of-the-art technology.

The Commonwealth Partners bring outstanding capabilities and resources to support the Commonwealth on the path of re-engineering and re-solutioning. We believe that the end state vision of the Enterprise Business Process Framework and the Enterprise Applications Managed Solutions Portfolio offers compelling value for the Commonwealth and its constituents.

The Commonwealth of Virginia is on the road to enable the future. Commonwealth Partners applauds the Commonwealth for its vision to reshape its enterprise business systems, and we stand ready to team with Virginia in this transformation – a transformation which will surely become a model for other states to emulate.